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OBTAINING, DEVELOPING AND PRESERVING HUMAN RESOURCES

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Abstract

The human resources management has become increasingly important, as a result of the developing goods and services market, and as regionalisation and globalisation gain more ground.

The international expansion of companies' activities brings about a rise in the scope of actions they carry out, especially in developing and diversifying human resources management tools. These tools are used to manage cultural and economic factors that influence the companies' activity in each country.

All this determines 'the rethinking of the strategic role of human resources within an organisation'.

Key words: management, human resources, recruitment, planning.

Chapter I: Introduction

We can define **human resources management** as *'the series of activities whereby human resources needed by an organisation to meet its objectives are obtained, developed and preserved.'*

People in charge of staff must determine before-hand, and in the most efficient way, the outlook of the number of jobs and the required size of human resources for the following years. Labour force managers must be able to adjust the constant use of labour force to working necessities.

In order to discuss human resources management (HRM), one must lay emphasis on the description of activities that make it up.

The domain must be revisited, along with adopting a systemic vision which can open the way to a global and coherent approach, thus making it possible for phenomena to be integrated.

Mary Follet defined the term 'management' (<Lat. Manum agere = 'leading by hand') through the expression 'the art of doing something along with other people')

The fundamental role of human resources also lies at organisation level. Many scientists from various countries have acknowledged and argued this, as has done the managing practice of nationally competitive firms.

Within human resources management, people represent, alongside information, the main raw materials. As organisations develop, they face a series of essential aspects of HRM.

Managers create a *plan to draw and maintain people whose skills are required by the organisation.*

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In order to determine the need and the efficiency of the staff, a reorganisation is necessary.

This operation takes place once every 5 years and consists of:

- the reabsorption of oversized staff in various departments or activity sections;
- reviewing the organisation's structuring module;
- reviewing the setting-up of functional compartments in line with legislation in force;
- adjusting managers' and department and section chiefs' responsibilities;
- launching streamlining operations in the field of technology and of internal financial control;
- updating organisation and functioning procedures specific to every department.

A reorganisation process begins from the following :

- it is difficult to adjust the organisational structure of the public organisation every year;
- making significant modifications that re-motivate the organisation's staff is necessary from time to time;
- it is necessary to manage the organisation's power system and promote skilled employees as well as remove or deprive of power managers who prove to be incompetent or who do not act in line with the organisation's strategy.

Chapter II: Human resource planning

To determine the work offer, the characteristics of the current staff will be analysed, as well as measures to be taken during a certain period of time and the situation of the employees' professional competencies.

Productivity within the organisation is influenced by the way in which human resources interact and combine in order to use all the other resources of the management system. Factors such as training, age, work experience and the formal education level play an important part in deciding on the person's compatibility with a certain organisation.

Implementing the plan to draw and hold staff whose skills are required by the organisation entails recruitment, selection, integration, training, rewarding and selecting the most appropriate benefits and a constant assessment of performance, to verify whether the organisation's objectives are met.

These activities represent the components of HRM.

Recruitment, training and rewarding programs were created in order to draw, develop and maintain people with necessary skills.

Developing human resources involves training people to carry out tasks required by the organisation. The type of instruction employees need must be acknowledged, and all instruction decisions must motivate the employee that is subject to training.

For a training program to be efficient there exists a number of training techniques and necessary elements.

Assessing components considered appropriate is important, as is the assessment of components considered inappropriate to directly and correctly assess an employee's performance.

To avoid rifts between management and employees, some activities are conducted, such as:

- Conflict management;
- Consolidating relations with trade unions or employees' representatives;
- Employees' counselling.

If the organisation is developing, methods to find and hire people with the required skills must be established.

These things must be laid out in a HR planning type.

After a HR plan is drawn, several steps required to implement it, must be pursued.

The first part of the plan's implementation consists of *finding people* with certain skills, which are required at a certain point.

Recruitment then follows – a procedure used to draw skilled people that can to apply for vacancies within the organisation.

Recruitment activities must begin with very good knowledge of vacancies, so that the wide range of potential employees can be reduced in an intelligent way.

The technique used to acquire this knowledge is called *the post's analysis* and is used to know the tasks required by each post (job description) and the type of person that must be hired to carry out these tasks.

Chapter III: Human resource sources

Besides being very familiar with the vacancies, recruiters must be able to find ‘‘HR sources’’, which can be classified in two ways.

1. Sources within the organisation.
2. Sources outside the organisation.
3. Sources within the organisation – the employees' group of an organisation is one of the HR sources.

- ***The HR inventory***– consists of information about characteristics of the organisation's members.

Study case: THE MANAGEMENT INVENTORY DESCRIPTION

NAME Age, Hiring year Popescu Anca 47 years old, 2002
CURRENT POST Has been on the post for 9 years Higher economic advisor (Budget-Accounting department)
CURRENT PERFORMANCE Significant – has met professional obligations
HIGHS Has excellent communication with secondary and tertiary credit order providers
LOWS Does not always assign works required by different situations to department colleagues.
FURTHERING EFFORTS Has made significant progress in the assigning process over the last 2 years. She also has better planning skills after taking a management course on using one's own work time and initiative.
SHE CAN BE PROMOTED TO THE POST: WHEN? Department chief: 2011 (only after completing MA courses, under current legislation)
TRAINING SHE NEEDS

Attending a MA program specific to the activity she conducts, which can widen the employee's knowledge, under current legislation.

- **Management inventory description** – is a form used to draw up the HR inventory. It includes the employee's evolution within the organisation and shows the way in which the employee can be used, in the organisation, in the future.
- **Post replacement form** – is used in drawing up an inventory of HR. It sums up information on organisation members that can fill a potential vacancy.
- **Management staff replacement chart-** is a form used for HR inventory. It is people-oriented and gives an outlook of people that management considers important for HR planning. While analysis of staff size is relatively easy to conduct, as it sets out from information already existing in the organization, competence analysis is more delicate. To carry it out, an '**employees' competence description**' can be used for each compartment, on the following model:

Employees' competence in a work department for various works table

Work type Employees' name	L1	L2	L3	L4
A.	4	2	1	4
B.	0	4	0	4
C.	0	2	4	0
D.	0	4	0	3

Table figures have the following meanings:

- 0 – the employee does not have the professional level to carry out the respective work;
- 1 – the employee is not familiar with the work, but their professional level is sufficient in order for him to be trained to conduct the work;
- 2 - the employee has general knowledge of the project;
- 3 – the employee has good knowledge of the project;
- 4 – the employee has very good knowledge of the project.

The table shows that, for the project (L1), the organisation only has one person capable of carrying out necessary activities. If the respective person leaves the organisation, the project will not be able to be carried out.

The L2 table shows that all persons working in the same department have failed to share tasks, as they all work on the same project.

As for the L3 project, one may notice that tasks are divided, but that an employee either is not familiar with the project, or lacks an appropriate professional level to carry it out. In this case, their professional training is required.

The analysis of the last project shows that the organisation has the necessary competent staff to carry out work tasks.

The employee's competence analysis table will allow the organisation to take measures regarding employees' training and a flexible working method, so that it is protected against potentially negative events.

Every form provides different information that the internal promotion decision can rely on. These forms are of help for the management when it is supposed to answer the following questions:

- What is the evolution of a person in an organisation and what potential does the respective person have (management inventory description)?

- Should the post remain vacant, who can adequately fill it (post replacement form)?
- What are the merits of a person considered for a post, as compared with those of another person that can fill the same post (management staff replacement chart)?

The joint analysis of answers to these three questions must help the management successfully take the internal promotion decision. Computer programs are available to support the management in the attempt to keep track of complex HR and take better decisions relating to the way in which employees can be put to best use and promoted.

2. Sources outside the organisation

If a vacancy cannot be filled by someone outside the organisation, management has other HR sources available outside the organisation. They include:

- Competitors – represented by rival organisations
- Recruitment agencies;
- Readers of a certain publication;
- Education institutions.

The next stage consists of *selection* to decide on the people who will actually carry out tasks in the organisation and will be hired.

Assessment is next, which is a program where participants are hired and assessed, according to a series of individual and group exercises, to stimulate important activities within the organisation that participants want to join.

Vacancy occupation follows after the participants' assessment. The employee then enters the organisational system which entails setting his attributions in the job description, carrying out bureaucratic *hiring* procedures in line with the Labour code and legislation in force (work agreement or employment record book), setting the salary and bonus scheme, holidays and other elements that can be part of the employee's rights or obligations.

Hiring any person must be in line with current legislation in the field.

Social and professional integration is the assimilation process of a person in the professional environment, and their adaptation to work and behaviour requirements of the professional group they work in.

Professional integration is a stage that follows hiring. Integration methods used differ according to the hiring purpose.

In turn, people who fill higher positions will fall within the same type of system, according to the respective statuses.

HR management also relies on Labour code provisions, as well as on the profile of the current organisational culture.

The aim of HR management consists of '*turning the employees into something that the organisation wants, as well as turning the organisation into something that employees want, so that the organisation can meet its objectives.*' 'As is evident, there is a major difference between what HR management means, with its role of shaping people and their activity so they can reach a high of performance and what activities specific to a staff office mean, with their role of putting together data on employees, tracking working hours, issuing certificates and calculating salaries.

Chapter IV: Conclusion

Conducting and applying HR management is the responsibility of the executive management personnel. HR management must guarantee that the institution obtains and keeps the labour force it needs, which is appropriately skilled, loyal and well-motivated.

There is no general rule regarding HRM. Each company has its own concept of what is legitimate or illegitimate, conceivable or inconceivable, or good or evil from regarding its employees.

HRM, standing at the crossroads of national differences, is strongly influenced by value systems, social mechanisms and work legislations.

I believe there should emerge a rethinking of the human resources field, which can pave the way for a global and coherent approach, helping phenomena integrate.

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